

Exhibit 3

HARRIS COLLABORATIVE PROGRAM

HAS = HARVARD HEALTH SYSTEM

C. M. S.

(MEDICAD SUPPLEMENTAL PAYMENT PROGRAM)

\$195MM XXX FOR UNCOMPENSATED CARE

STATE OF TEXAS

\$195MM I.G.T. DONATION TO STATE BASED ON U.C.C. PROVIDED BY H.C.C.S PER ANNUAL REPORT (HHS STAYS UNDER CAP)

ANNUAL REPORT RE U.C.C.

H.C.C.S

(KEEPS AS CLOSE TO CAP AS POSSIBLE)

\$250MM FOR FACULTY & RESIDENTS

A.M.S

FACULTY & MANAGEMENT 3 HOSPITALS & APPROX. 30 CLINICS

CARE FOR PATIENTS

HHS

HCCS = HERMANN CHRISTOS & HCA
 I.G.T. = INTERGOVERNMENTAL TRANSFER
 U.C.C. = UNCOMPENSATED CARE
 A.M.S = 50-50 BCM & U.T